

FIRST 5

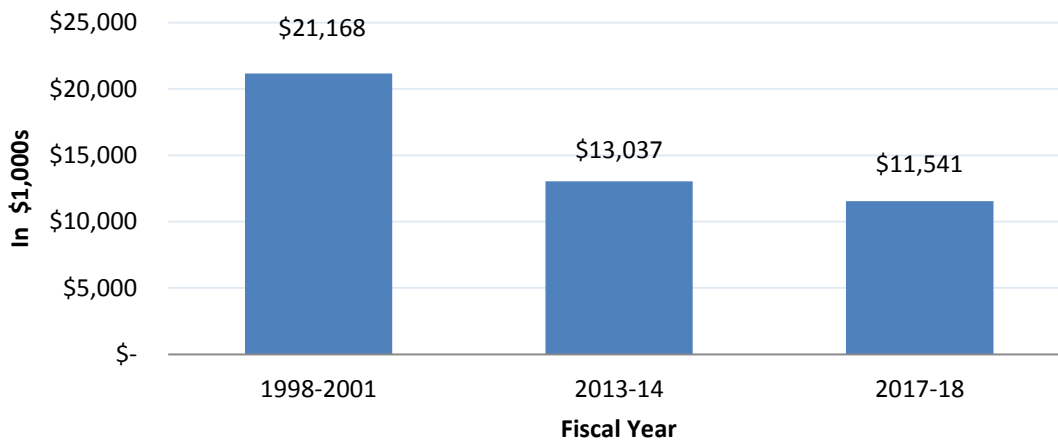


Strategic Plan 2013-17

The First 5 Alameda County Strategic Plan covers the four years between July 2013 and June 2017. It reflects the fiscal reality of declining funding, while continuing to seek opportunities to build and sustain the capacity of public agencies and community partners who share our vision and mission. The plan is the result of significant community input, including a broad-based community survey of our F5AC partners (564 responses), key informant interviews, evaluation reports, literature reviews, and extensive input from F5AC Commissioners.

Tobacco tax revenues for Alameda County reached a high of \$21 million in 1998, but are projected to fall to \$11 million by 2017.

**First 5 Alameda County Funding
History and Forecast of Prop 10 Revenue**



The results, outcomes, and strategies described in this plan build upon many years of F5AC work, but also take us in new directions. The plan opens with our overall vision, mission, and guiding principles, tying these to the results and outcomes we hope to achieve. The plan then provides details about the specific strategies we believe will yield the results and outcomes, including descriptions of the strategies, what's new and different about each of them, the programs they encompass, and the many partners we rely upon to extend and leverage F5AC's investments. Finally, the plan describes F5AC's role in supporting a continuous prevention and early intervention system for our county's youngest children and how we invest our resources to make the plan's vision a reality.

Our Vision

Every child in Alameda County will have optimal health, development and well-being from birth to 5 to reach his or her greatest potential.

Our Mission

In partnership with the community, support a county-wide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities and improves the lives of children 0 to 5 and their families.

KEY ELEMENTS OF THE 2013-17 STRATEGIC PLAN

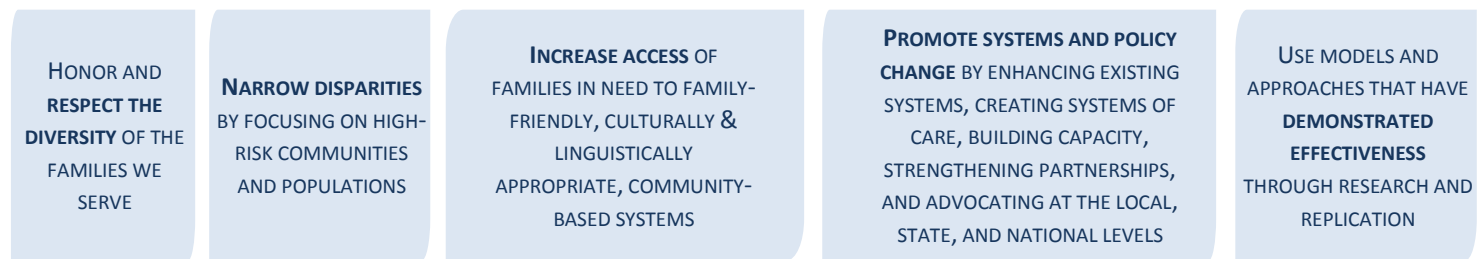
Vision, Mission, and Guiding Principles	3
Results and Outcomes – What We Plan to Achieve	4
Strategies – What We Plan to Do	5
1. HOME VISITING / FAMILY SUPPORT	6
2. HEALTHY CHILD DEVELOPMENT INITIATIVE	7
3. QUALITY EARLY CARE AND EDUCATION	9
4. SCHOOL READINESS INITIATIVE	10
5. PLACE-BASED INITIATIVES	11
6. TRAINING	12
7. GRANTS FOR COMMUNITY SUPPORTS	13
8. EVALUATION & TECHNOLOGY	14
9. POLICY, ADVOCACY, AND COMMUNICATION	15
F5AC’s Roles – Ways That We Work	16
Funding – How We Invest Our Resources.....	17
Supporting Documents: Logic Models by Strategy.....	19

Vision, Mission, and Guiding Principles

VISION - Every child in Alameda County will have optimal health, development, and well-being from birth to 5 to reach his or her greatest potential.

MISSION - In partnership with the community, First 5 Alameda County supports a countywide continuous prevention and early intervention system that promotes optimal health and development, narrows disparities, and improves the lives of children 0 to 5 and their families.

GUIDING PRINCIPLES



Our commitment to systems change and countywide impact focuses on **two major benchmarks**:

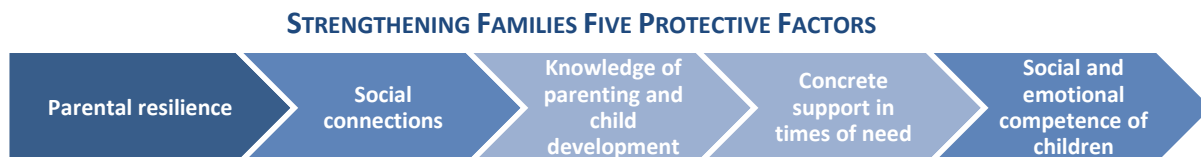
Children are ready for kindergarten, and can later achieve success in the third grade;¹ and Children are free from abuse and neglect.

In order to have a positive impact on these two population-based benchmarks, we will focus on achieving the following **four intermediate results** that contribute to the broader benchmarks:

1. Parents/Primary Caregivers provide stable, supportive, and nurturing environments for children
2. Children are prepared for school through quality early experiences
3. Children reach their optimal development outcomes
4. A comprehensive, coordinated early childhood system is in place in Alameda County

For each result, we have identified specific **outcomes** that will help us evaluate our success.

We have modeled our outcomes on the Strengthening Families Protective Factors, an evidence-based framework that we, along with many other agencies and states throughout the country, have adopted as a pathway to increasing resiliency and reducing abuse and neglect.



¹ F5AC focuses on the years 0 to 5, but we recognize a growing body of research and evidence that stretches the age window for the foundations of future success to third grade — or 0 to 8. Third grade success is a well-established benchmark that strongly predicts a child’s likelihood for long term wellbeing. Recent studies of children in the Bay Area show that the achievement gap is already perceptible by Kindergarten. And children who are behind in Kindergarten fare the worst by third grade. Our investments in the earliest years will have their greatest payoffs for children, families, and communities if they are bolstered in the early grades and beyond.

Results and Outcomes – What We Plan to Achieve

RESULT 1: Parents / primary caregivers provide stable, supportive, and nurturing environments for children	RESULT 2: Children are prepared for school through quality early experiences	RESULT 3: Children reach their optimal developmental outcomes	RESULT 4: A comprehensive, coordinated early childhood system is in place in Alameda County	Impact on Benchmarks: Children are ready for kindergarten – 3 rd grade success. Children are free from abuse and neglect
<ul style="list-style-type: none"> ▪ Outcome: Improved family functioning <ul style="list-style-type: none"> • Enhanced primary caregiver mental health • Improved parent-child attachment • Reduced parenting stress ▪ Outcome: Increased access to concrete basic needs and economic support ▪ Outcome: Enhanced parent knowledge of child development and parent capacity to support their child's development 	<ul style="list-style-type: none"> ▪ Outcome: Increased access to quality preschool and child care settings, and to other early learning experiences ▪ Outcome: Smooth transition to Kindergarten 	<ul style="list-style-type: none"> ▪ Outcome: Increased optimal breastfeeding/ nutrition and prenatal and postpartum health ▪ Outcome: Increased early identification and linkages to supports for development and social and emotional, behavioral health ▪ Outcome: Improved child developmental and social-emotional well-being 	<ul style="list-style-type: none"> ▪ Outcome: Coordinated countywide children's outcomes and budget ▪ Outcome: Enhanced coordination and linkages among providers of early childhood system of care ▪ Outcome: Increased awareness and focus on early childhood 	

F5AC understands that in order for Alameda County's children to be ready for kindergarten and free from abuse and neglect, we must work strategically and collaboratively with our public agency and community-based partners. While F5AC focuses on children 0-5 years old, we depend on other county and community partners across multiple early childhood systems as well as those who support children from 5-8 years old. We strive to develop an integrated early childhood system that creates the conditions for families to succeed. No single agency or piece of the system can effectively support families in isolation. F5AC, therefore, positions itself as a catalyst for coordinated systems effort and the identification and pursuit of common outcomes across the entire early childhood system. We are active, engaged participants in multiple early childhood collaboratives that share our goals.

EARLY CHILDHOOD COLLABORATIVES IN ALAMEDA COUNTY

- Alameda County 0-8 Convergence Group
- Alameda County Early Childhood Policy Committee – ACECPC
- Alameda County Interagency Children's Policy Council – ICPC
- Alameda County Public Health Best Baby Zone
- Alameda County Public Health Building Blocks
- Alameda County Committee on Children with Special Needs
- Bay Area Quality Rating Improvement System – BAQRISP
- Alameda County Child Care Planning Council
- Early Connections -- Alameda County Behavioral Health
- East Oakland Building Healthy Communities – The California Endowment
- Help Me Grow Alameda County
- Early Childhood Professional Development and Education Collaborative – EPEC
- Federal Promise Neighborhoods
 - Hayward (funded)
 - Oakland (4 proposals submitted)
- Gateways – Cradle to Career Education and Workforce Partnership
- Oakland Reads 2020

Strategies – What We Plan to Do

The FY 2013-2017 Strategic Plan highlights the F5AC Commission’s nine strategies. These strategies are the bridge between where we are now, in 2013, and where we would like to be in the near future: by 2017. Below is a description of each strategy, including **why we are working in this area**, what’s new from our previous work, major programs within each strategy, and key partners who help to implement the strategy. Individually and collectively, the nine strategies are designed to build on our work on behalf of young children, take advantage of emerging opportunities, and align our work with significant regional, state, and federal initiatives.

The nine strategies are:



STRATEGY DESCRIPTIONS: AN OVERVIEW OF WHAT'S IN PLACE, WHAT'S NEW, PROGRAMS, AND PARTNERS

1. HOME VISITING / FAMILY SUPPORT

Why This Strategy: Home visiting focuses attention, support, and services on low-income families to provide information and support during pregnancy and throughout a child's first three years—a critical developmental period. By building relationships between home visitors and families, home visiting programs can intervene earlier and make referrals and connections for children and families to services that match their needs. By coordinating multiple home visiting programs, we can reach more families and help them minimize the impact of adverse social and health risks that isolation and poverty place in their paths.

Description: The Home Visiting initiative funds public and community agencies to provide prenatal and postpartum home visiting services targeting teen parents, high-risk families, and families whose babies have been in the neonatal intensive care unit. F5AC, in collaboration with Alameda County Public Health Department (ACPHD) and our community partners, is creating a more comprehensive home visiting/family support services system of care.

What's New: F5AC will contract with ACPHD to integrate all home visiting programs into a countywide system with coordinated points of entry, referrals, common standards, training and outcomes. ACPHD will oversee the contracts and systems development. F5AC will continue to provide training, data and evaluation supports, and infrastructure supports. An integrated home visiting system will provide better integration across multiple programs, assure better utilization, provide for quality standards, and pool community resources for families.

PROGRAMS/ACTIVITIES

- Outreach to prenatal and postpartum: teens, young adults and high-risk families
- Hospital based family enrollment, triage, coordination, and marketing
- Prenatal and postpartum home visiting of pregnant and parenting teens
- Postpartum home visiting of infants discharged from Neonatal Intensive Care Unit
- Prenatal and postpartum home visiting of high-risk families
- Trainings on core competencies
- Data systems, evaluation, and reporting support
- Countywide family support redesign
- Enhanced linkages for families exiting home visiting supports

PARTNERS (NOT A COMPLETE LIST)

- Alameda Alliance for Health
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Birthing Hospitals
- Brighter Beginnings
- Children's Hospital Oakland
- City of Berkeley Public Health Department
- Early Head Start
- Native American Health Center
- Other Prenatal Clinics
- Through the Looking Glass
- Tiburcio Vasquez Health Center
- West Oakland Health Council
- Women, Infants & Children (WIC)

2. HEALTHY CHILD DEVELOPMENT INITIATIVE

Why This Strategy: Addressing developmental, social, emotional, and behavioral problems includes: screening to identify concerns as early as possible, and linkages to specific interventions once concerns are identified. First 5 Alameda County is replicating a national model, Help Me Grow, to implement this initiative. Help Me Grow does both by increasing awareness of early screening and intervention among parents and providers, and by streamlining the linkages to services so that they are far more accessible to everyone involved in caring for young children. Helping children get the supports they need prior to kindergarten entry will contribute to their success in school.

Description: Help Me Grow Alameda County is a streamlined system of early identification and referral that supports children ages 0-5 with developmental, behavioral, and/or social-emotional concerns and their families. Help Me Grow builds collaboration across sectors, including health care, early care and education, and family support to ensure better outcomes for children.

What's New: Help Me Grow Alameda County is one of three California counties (along with Orange and Fresno) participating in the Help Me Grow National Replication Project. The national affiliation will support sustainability, policy changes, and awareness of promising and best practices. Help Me Grow will focus on four core components: (1) community outreach, (2) child health care provider outreach, (3) a centralized phone access point, and (4) data collection and analysis. With the completion of the three-year pilot phase in October 2012, Help Me Grow is expanding its efforts locally. New efforts will include a community-based outreach strategy, a social marketing campaign, development of an Ages & Stages Questionnaire (ASQ) mail-in program, an early childhood resource guide, and broader access to the Early Childhood Linkage Line. F5AC will continue to function as the lead agency, with collaboration from multiple community partners.

HEALTHY CHILD DEVELOPMENT INITIATIVE (CONTINUED)

Programs/Activities

- Training and technical assistance to providers on early identification and systems
- Developmental Screening (e.g. Ages & Stages Questionnaires) training
- ASQ Developmental Monitoring Program (by mail or web-based)
- Early childhood referral and consultation phone line – Linkage Line
- Family navigation
- Web-based community resource guide
- Screening and child development promotion at community events
- Social marketing
- Parent-to-parent support
- Collaborative governance and operations
- Web-based data system

Partners (not a complete list)

- Alameda County Behavioral Health Care Services - Early Connections
- Alameda County Child Care Planning Council
- Alameda County Medical Home Project
- Alameda County Public Health Department
- Alameda County Social Services Agency
- Center for the Vulnerable Child – Children’s Hospital Oakland
- Child Care Resource & Referral agencies
- City of Berkeley Public Health Department
- Early care and education providers
- Community-based Organizations
- Families (advisory committee, representation in governing bodies)
- Family Resource Network
- Fremont Human Services Department Family and Youth Services
- Pediatric /Health Care providers
- Better World Advertising
- Help Me Grow National Center
- Regional Center of the East Bay
- School Districts
- Special Education Local Plan Area
- Web and data systems developers

3. QUALITY EARLY CARE AND EDUCATION

Why This Strategy: High quality early care and education (ECE) programs lay a foundation for kindergarten readiness and future success. Yet it can be difficult for ECE providers to access coaching, mentoring, and professional development to enhance their knowledge, skills, and performance. Making these opportunities available, alongside resources to improve facilities and environments, helps to improve instructional practices and contributes to overall ECE quality

Description: F5AC works closely with community partners to promote access to quality early care and education in family child care and center-based settings. We do this by providing coaching, consultation, funding, and incentives for site based quality improvement, supporting access to professional development opportunities for the child care workforce, and developing and implementing an integrated regional child care quality rating and improvement system.

What's New: Alameda County is a participant in California's Race to the Top Early Learning Challenge (RTT-ELC), which is developing and implementing a Quality Rating and Improvement System (QRIS) with the goal of increasing access to quality early care and education for children with high need. Various components of the F5AC Quality Early Care and Education strategy and other related programs will be aligned to support child care quality improvement using common indicators and measures of quality determined through the state and regional RTT-ELC effort.

PROGRAMS/ACTIVITIES

- Quality Counts site-based quality improvement coaching and consultation that may include:
 - Early Childhood Mental Health Consultation
 - Facilities and classroom environment improvement grants & consultation
 - Business and Fiscal Consultation
- Developmental Screening in Early Care & Education (ECE) settings (a component of Help Me Grow)
- Teacher Pathways/Associate of Arts Cohorts
- CARES Plus (My Teaching Partner, Classroom Learning Assessment SS training, Looking at Classrooms, formal education support)
- Community Based Professional Development Services (Advising, Training, Incentives)

PARTNERS (NOT A COMPLETE LIST)

- | | |
|--|--|
| ▪ Alameda County Child Care Planning Council | ▪ Faculty Initiative Project |
| ▪ Bay Area Quality Rating Improvement System Partnership (Alameda, San Francisco, Santa Clara, Contra Costa and Santa Cruz Counties) | ▪ Jewish Family and Children Services |
| ▪ California Department of Education | ▪ Low Income Investment Fund |
| ▪ Child Care Resource & Referral agencies | ▪ Packard Foundation |
| ▪ Child Development Training Consortium | ▪ Two and four-year institutions of higher education |

4. SCHOOL READINESS INITIATIVE

Why This Strategy: Readiness for school starts long before the first day of kindergarten. Gaps in achievement can and should be narrowed with earlier investments. When children are developmentally, socially, and cognitively ready for school, they have a foundation that prepares them for future school success. But when children are not as ready as they could be, they're more likely to fall behind in school. Just as we want to invest in helping children be as ready as possible for school, we also want schools to be ready for children, ensuring that smooth transitions are in place from preschool to kindergarten and beyond.

Description: To prepare children for their elementary school experience, the F5AC School Readiness Initiative addresses key areas that research shows are instrumental in promoting early development and learning. School readiness will continue to support summer pre-kindergarten programs and school transition efforts, working closely with school districts to integrate F5AC-funded services with Transitional Kindergarten and other initiatives such as Full Services School efforts.

What's New: F5AC will support school districts in being more responsive and "ready hubs" for promoting and ensuring a smooth transition to kindergarten for both children and parents. This strategy builds on our existing efforts and will be designed with more intentional — and specific — deliverables to help strengthen a school district's capacity to engage families and children and offer smoother continuity to kindergarten. We do this by providing social supports for children and families in the community, connecting to preschool children and families, making visits to kindergarten, promoting home learning, sponsoring informational meetings, disseminating information, and facilitating early registration.

PROGRAMS/ACTIVITIES

- Summer Pre-Kindergarten
- Year-round school transition supports and coordination

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Interagency Children's Policy Council
- Hayward Promise Neighborhood
- K to College
- Oakland Fund for Children and Youth
- Pre School California
- Rogers Family Foundation
- School Districts, individual schools
- Thomas J. Long Foundation

5. PLACE-BASED INITIATIVES

Why This Strategy: Place matters. All too often, zip codes determine a variety of health and economic outcomes, no matter what else is happening in a child’s and family’s life. Federal Promise Neighborhoods are place based approaches that along with other similar efforts can more effectively target resources to make a difference in a community. Project LAUNCH (Linking Assets for Unmet Needs in Children’s Health) is an example of how investing in a particular place — in this case, neighborhoods in East Oakland — can help change the trajectory for children and families.

Description: Project LAUNCH (Linking Actions for Unmet Needs in Children’s Health) is one of 24 sites across the country funded by a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) through 2014. Project LAUNCH is a collaboration among F5AC; Alameda County Maternal, Paternal, Adolescent and Child Health (a division of Alameda County Public Health Department); and the California Department of Maternal and Child Health.

Project LAUNCH targets resources in high-risk communities of East Oakland and links with other East Oakland initiatives to build community supports for families with young children. Project LAUNCH also offers opportunities to address the needs of 5- to 8-year-olds, which has made it possible to pilot new approaches for school transitions and Kindergarten-3rd grade school-based supports. Project LAUNCH is dedicated to:

- Expanding knowledge of healthy child development;
- Improving collaboration among child-serving organizations; and
- Integrating physical and mental health services and supports for children and their families.

What’s New: Based on the success of Project LAUNCH, the ongoing needs and resource gaps in East Oakland, and the potential for additional external resources, F5AC will continue to focus on place-based initiatives. In addition to continuing to integrate mental health consultation into home visiting, early care and K-3 education setting, F5AC is supporting the concept of a “home base” or “hub” for early childhood. In addition, F5AC is partnering with other place-based initiatives, including the Hayward Promise Neighborhood implementation grant

PROGRAMS/ACTIVITIES

- Hayward Promise Neighborhood
- Project LAUNCH
- Potential Oakland Promise Neighborhood Sites

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Public Health- Best Baby Zone
- Children's Hospital & Research Center Oakland
- City of Oakland Neighborhood Services
- East Oakland 0-8 Early Childhood Providers
- Hayward Promise Neighborhood
- Lifelong Medical Care – Howard Daniel Clinic
- Oakland Housing Authority
- Oakland Parents Together
- Oakland Unified School District
- SAMHSA
- Youth Uprising

6. TRAINING

Why This Strategy: Best practices evolve continuously. To help the community of providers serving families with young children keep current and to promote quality and best practices, F5AC invests in training and capacity building that is aligned with credentialing and other requirements. Providing accessible training opportunities for providers who interact with young children and their families builds our entire community's capacity to respond more effectively to the needs of young children, wherever they are cared for and nurtured.

Description: As an organization with declining revenue, F5AC has always understood that we are most valuable when our work has staying power — when it leads to sustainable change in knowledge and skills to help partners effectively serve families with children ages 0-5. We will continue to provide training, coaching, consultation, and capacity-building opportunities for our partner agencies and the workforce serving families with young children. The types of training we offer varies by audience; training and capacity building are integrated into each of the F5AC strategies.

What's New: We will continue to be a catalyst for the local adoption of nationally recognized evidence-based practice (Touchpoints, Strengthening Families, Teaching Pyramid, etc.). Whenever possible, we will align Training @ First 5 offerings with recognized professional competencies in early care and education, early childhood mental health, and early intervention so that our audiences can map training provided by F5AC to fulfillment of their professional development pathways.

PROGRAMS/ACTIVITIES

- Training @ First 5-Core Topics (e.g., Child Development, Maternal Depression, Cultural and Linguistic Responsiveness, ASQ and ASQ – Social Emotional, etc.)
- Training @ First 5 - Emerging Topics (e.g., Health Care Reform, Supporting Home Language, etc.)
- Culturally Specific Learning Communities (Community Consultation Groups)
- Practice Specific Learning Communities (e.g., Shelter Learning Community, ECMH Supervisors, etc.)
- Special Training Initiatives (e.g., Touchpoints, Home Visiting, etc.)
- Harris Early Childhood Mental Health Training

PARTNERS (NOT A COMPLETE LIST)

- Alameda County Behavioral Health Care Services
- Alameda County Public Health
- Asian Community Mental Health Services
- Brazelton Touchpoints Center
- Children's Hospital Oakland

7. GRANTS FOR COMMUNITY SUPPORTS

Why This Strategy: Grants for Community Supports keep F5AC closely connected to the many organizations and individuals who share our goals for young children and their families. Participation in the grants program enables funded partners to respond to unmet needs, foster networking and resource-sharing across organizations, promote the adoption of best practices, and learn about creative and innovative approaches underway in different settings.

Description: Grants for Community Supports will continue to foster innovative, community-based approaches to supporting parents and children aged 0-5. Grantmaking encourages established community-based agencies to fill gaps in services and encourage new partners to expand and enhance their focus on families with young children. Our grantmaking approach funds direct services as well as training and technical assistance to promote and sustain the use of promising practices.

What's New: Grant priorities will align with and provide community supports for the F5AC strategies in order to encourage a broad-based focus on shared outcomes.

PROGRAMS/ACTIVITIES

- Community Support grants to seed innovative practices and build capacity
- Targeted grants to enable community-based organizations (CBOs) to fill gaps in the service system
- Partnership grants to increase the use of specific best practices

PARTNERS (NOT A COMPLETE LIST)

- CBO's and public agencies

8. EVALUATION & TECHNOLOGY

Why This Strategy: Scarce and declining resources demand that we use funds wisely, investing in practices with a high likelihood of achieving better outcomes for children and families while remaining open to innovative ideas. Evaluation and technology help us track progress, continuously learning what works, what doesn't, and how we can improve.

Description: Assuring accountability for funds and documenting F5AC's impact have been core to our work over the past 14 years. In addition to offering technical assistance on developing useful evaluation tools, Evaluation & Technology will help to develop countywide baselines of key indicators such as children's readiness for kindergarten, their trajectory towards third grade success, and possibly rates of expulsion from ECE classrooms. Technology supports include connecting data across public data systems; facilitating the certification of county home visiting models as promising practices; streamlining information sharing, encouraging the use of best practices and promoting efficient delivery of services. We develop research and data to communicate the impact of programs and initiatives on children and families outcomes.

What's New: Evaluation will play a critical and expanded role to support sustainability efforts by documenting the impact of funding, and by encouraging countywide alignment of funding towards prevention and early intervention. The movement in Alameda County towards common outcomes for children 0-8 years old and their families, integrated services, and the creation of a countywide early childhood system of care must be supported by strong monitoring and evaluation. F5AC will expand its evaluation activities to work with other public and community agencies to support the focus on shared county outcomes.

PROGRAMS/ACTIVITIES

- Evaluation services: Design and development of data collection tools, research and analysis, communication
- Evaluation technical assistance, consultation

PARTNERS (NOT A COMPLETE LIST)

- 0-8 Convergence
- Abt Associates
- Alameda County Public Health
- Alameda County Behavioral Health Care Services –Early Connections
- Alameda County Public Health – Community Assessment Planning Evaluation & Education Unit
- Applied Survey Research
- Interagency Children's Policy Council
- Other Evaluation Firms
- SAMHSA
- Web and Data systems developers

9. POLICY, ADVOCACY, AND COMMUNICATION

Why This Strategy:

Our work in Alameda County is strongly influenced by what happens at the state, regional, and national levels. Staying current, looking ahead, and participating in policy, advocacy, and communications initiatives are essential to all of our work. These activities help us to take advantage of emerging opportunities (such as health care reform, Race To The Top etc.), to support common agendas so we can speak with a stronger and more cohesive voice about children's issues, and to build and sustain systems that support a variety of programs. We want to ensure that policy makers make informed decisions that put the interests of children and families where they belong: at the front of the line.

Description: At a time of shrinking public and private funding, advocating for policies and programs that promote the health and well-being of children during their most critical years of development is key to F5AC. We monitor key legislative and budget issues affecting early childhood systems and participate in local, state, and national policy efforts to promote our work and to learn from other innovative initiatives. F5AC and our partners will build on these opportunities to ensure that early childhood supports become essential parts of the community fabric and a valued, shared investment for every sector of our community.

What's New: This is the first strategic plan that identifies the overlapping trio of policy, advocacy, and communication work as an intentional initiative. F5AC has always worked in these areas, but the declining tax revenues makes these linked activities even more essential to the long-term sustainability of F5AC-funded initiatives. Communication on the importance of the first five years is essential to address and ultimately influence many social issues, including health care costs, educational achievement, workforce productivity, and criminal justice inequalities.

PROGRAMS/ACTIVITIES

- Development of countywide children's outcomes
- Sustainability for F5AC funded programs
- Development of an Early Childhood System
- Advocacy at local, state and national levels

PARTNERS (NOT A COMPLETE LIST)

- Alameda County 0-8 Convergence
- Alameda County Behavioral Health Care Services –Early Connections
- Alameda County Early Childhood Policy Council (ACEPC)
- Interagency Children's Policy Council
- Nemours Children's Outcome Project
- SAMHSA
- Special Needs Committee
- The Finance Project

F5AC's Roles – Ways That We Work

KEY F5AC ROLES

Our roles are informed by lessons learned, input from the community, and our focus on sustainability of First 5 investments. These lessons help us define how we relate to community partners and other stakeholders to raise awareness of the importance of the years 0-5 and build a unified system of early childhood supports that will prepare children for success in school and to reach their full potential. No agency can do this alone. While F5AC will remain a leader in that pursuit, we will continue to work together with other systems, agencies and communities to reach our common outcomes. We intend to lead this effort by serving as a catalyst, collaborator, funder, and capacity builder — in whatever combination is required to advance our mission.

CATALYST

Sparking grassroots and countywide efforts that support F5AC goals and using research and data to support policy, practice and system changes

COLLABORATOR

Working with public systems and community partners to advance services for young children and their families, advocating for funding and policy and system changes

FUNDER OF DIRECT SERVICES TO CHILDREN

Funding community-based and public agency programs that serve children and families and funding F5AC staff working in the community

CAPACITY BUILDER

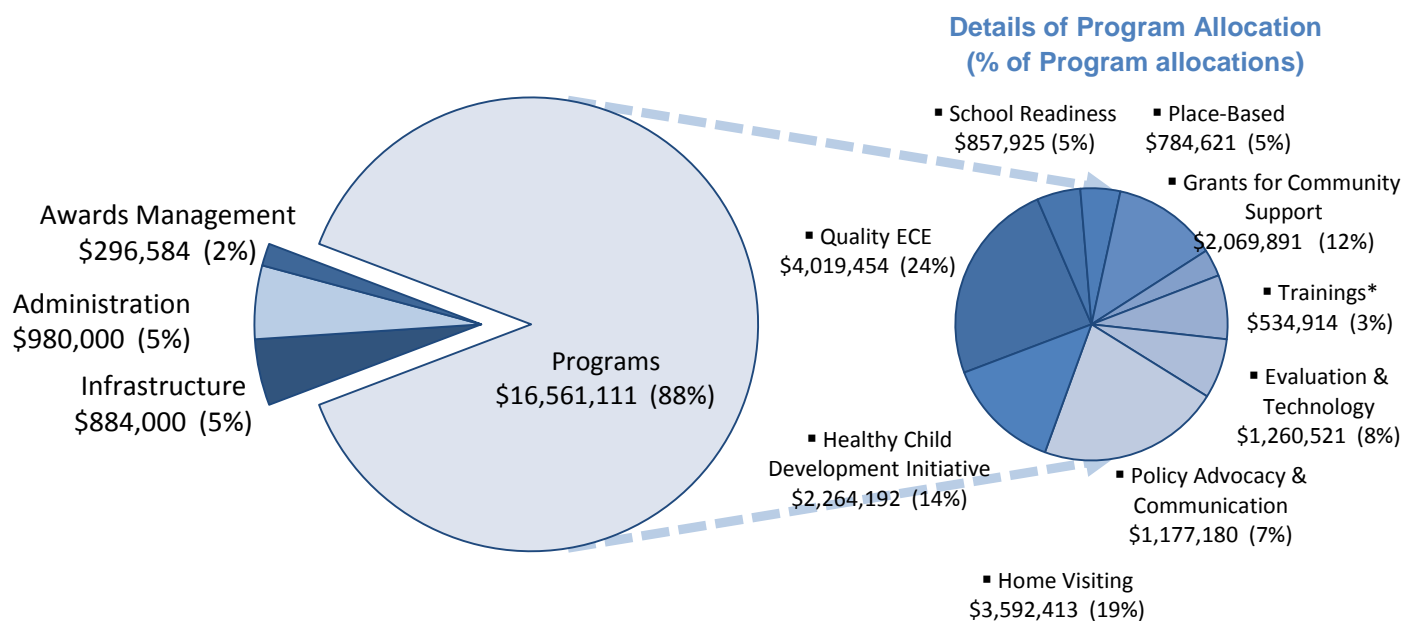
Working to increase capacity of our partners through training, technical assistance, coaching and consultation and supporting evaluation and technology infrastructure

STRATEGIES	CATALYST	COLLABORATOR	FUNDER OF DIRECT SERVICES	CAPACITY BUILDER
County Home Visiting and Family Support		X	X	X
Healthy Child Development Initiative	X	X	X	X
Quality Early Care and Education	X	X		X
School Readiness	X	X	X	X
Place-Based Initiatives	X	X	X	X
Grants for Community Support			X	X
Training		X		X
Evaluation & Technology	X	X		X
Policy Advocacy & Communication	X	X		

Funding – How We Invest Our Resources

The funding allocations for each strategy are for FY 13-14. It is our intent (for the most part), that the funding allocations will remain stable for the four years of the plan. However in some cases, external funding will end and adjustments will be made to the funding levels. These funding figures are broad and will guide the Commission’s development of the budget each year. Each fiscal year’s budget will be developed and voted on by the Commission in the spring prior to the July start of each fiscal year. These are fully loaded costs and include contracts, F5AC staff, and infrastructure support.

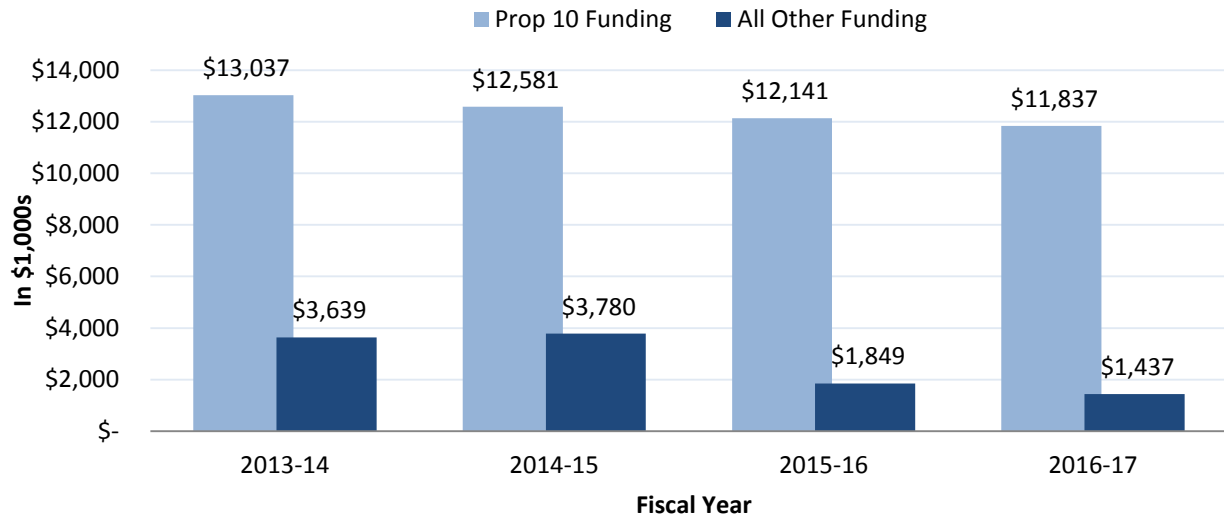
FY 2013-14 Budget Allocation (\$18.7 million)



*Total training allocations are integrated across all strategies and NOT limited to 3% of program allocations identified for training. F5AC allocates approximately \$4.8 million (29% of program allocations) to support capacity building across strategies.

While F5AC receives the majority of its funding from tobacco tax revenue, it also receives funding from federal grants and private foundations. As F5AC tobacco tax allocations decline, additional revenue sources will be even more important to help us accomplish the goals of our nine initiatives.

2013-17 Strategic Plan Projected Revenue Sources



Supporting Documents: Logic Models by Strategy

